



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 43D AIR REFUELING WING (AMC)

FROM: 43 CES/CC
39 78th Street North
Malmstrom AFB MT 59402-7536

SUBJ: Letter of Recommendation [REDACTED]

TO: HQ USAFA/DFCE
Suite 6F38
2354 Fairchild Drive
USAFA CO 80840

1. I take great pleasure in recommending Capt [REDACTED] for a position on the USAFA faculty. With the expanding role of the commander in the assignment system, I find myself making recommendations fairly often. In this case, I have no reservations in telling you that Capt [REDACTED] is easily the most impressive captain I have ever worked with.

2. As you can see from his AF Form 37, Capt [REDACTED] has some impressive academic credentials. That background shows itself daily in his approach to things and in the results he gets. He knows what works but he is constantly looking for ways to make things work better. That made him my first choice for squadron quality honcho. There, he has used his certifications as an awareness instructor, teams & tools instructor, and facilitator to boost this squadron and the support group into the quality age. Not only has he trained hundreds of people in various aspects of quality, he routinely runs the squadron quality council as we make our way through the strategic planning process in a world of change.

3. As you can see from his OPRs, Capt [REDACTED] has seen some varied operational assignments and has done exceptionally well in all of them. From a design engineer doing special projects for an ALC command staff, to a readiness officer moving a foundering readiness program to best in PACAF in four months, to a programmer who bedded down his engineering flight in the new core-squadron structure in a period of weeks and then ran the Air Staff test for the Commanders Facility Assessment program, Capt [REDACTED] has made immediate, positive impacts on all of his assignments and his superiors. I selected him to head up our new maintenance engineering branch because he has demonstrated that he is clearly the one officer who should be doing it.

4. It should be pretty clear to you by now that Capt [REDACTED] is a truly gifted leader. As you can see, he gets physical results from the people around him. He gets mental results, too. His basic assumption that there is nothing we can't do better is so obvious to everyone around him that ideas immediately start to flow. Somehow he also finds time to coach and lead the squadron to impressive victories in softball and racquetball. He is the epitome of the 110%-committed professional officer leader we want in front of cadets.

5. I'm not the only one who thinks highly of Capt [REDACTED]. Some others have also been impressed: led AFLC "All Stars" in Readiness Challenge; helped win command facilities excellence award; best rapid runway repair ever seen by PACAF IG; two PACAF Prime BEEF awards plus best readiness program; key to PACAF award for best CE squadron; squadron military manager of the year; submitted for AFLC Distinguished Company Grade Officer; submitted for the National Society of Professional Engineers Federal Engineer of the Year; multiple squadron and group Company Grade Officer of the Quarter and Year awards; 15 AF nominee for Lance P. Sijan Leadership Award.

6. All this and he's not a geek. Capt [REDACTED] is one of the most down-to-earth, level-headed, real people I've met. He knows where he's going, he works hard to get everyone headed there, and he's there to cheerlead every step of the way. I call on his judgment daily to get a sound, genuine response to ideas.

7. If all this sounds a little overblown, perhaps you should meet Capt [REDACTED]. You couldn't ask for a better instructor, leader and role model for USAFA cadets. I recommend him to you with no reservations at all. I tell you that as a commander with over 25 years in the Air Force and as a [REDACTED] graduate of the academy. If you have any questions, please don't hesitate to call me at [REDACTED].

[REDACTED]